

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

D/OTE
1026 Co6C

EXTENSION

NO.

DATE

9 December 1985

TO: (Officer designation, room number, and building) *Members, Executive Development Task Force*

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

D/OGI
5GU3, Hqs.

2.

3.

D/OTS
212 South Bldg.

4.

5.

C/CMS/DO
2C42, Hqs.

6.

7.

EA/ExDir
7D55, Hqs.

8.

9.

10.

11.

12.

13.

14.

15.

cc: Executive Director
Agency Training Steering
Committee

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

D/OTE
1026 CoFC

EXTENSION

NO.

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9 December 1985

TO: (Officer designation, room number, and
building) Members, Agency
Training Steering Committee

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALSCOMMENTS (Number each comment to show from whom
to whom. Draw a line across column after each comment.)1. Mr. McDonald, ADDA
7D24, Hqs.

2.

3. Mr. Kerr, ADDI
7E47, Hqs.

4.

5. ADDO
7E26, Hqs.

6.

7. Mr. Hirsch, ADDS&T
6E56, Hqs.

8.

9.

10.

11.

12.

13.

14.

15.

cc: Executive Director
Executive Development Task
Force Members

27 November 1985

MEMORANDUM FOR THE RECORD

STAT

FROM:

Executive Development Staff/ITD/OTE

SUBJECT:

Executive Training

1. I wish to call to your attention the article "When These Gurus Preach, Business Bosses Listen" in the 2 December 1985 issue of U. S. News and World Report. Of the six speakers/trainers written up in the article, the Executive Development Staff (EDS) is using or doing the same thing as four of those described in the article.

2. The elective seminar "Achieving Sustained High Performance" done by Marsha A. Ostrer in association with High Performance Dynamics, Inc. of Richmond, California is very similar in purpose and content to that of Charles Garfield of Berkley, California. The second running of this seminar is scheduled for 10 and 11 December 1985.

3. The elective seminar "Program/Project Management" used the book "The Change Masters: Innovation and Entrepreneurship" by Rosabeth Moss Kanter. Her husband, Dr. Barry Stein, who did much of the research for the book and heads the consulting firm Goodmeasure, Inc., had a four-hour session with the seminar participants.

4. The Center for Creative Leadership, Greensboro, N.C. is also discussed. David Campbell and Bill Sternbergh are mentioned and both have done work for EDS and others in the Office of Training and Education.

5. The Levinson Institute's Leadership Seminar (conducted twice a year for the Agency) is described. The photo of Harry Levinson at the chalk board is of particular interest. The diagram on the board showing seven levels of something appears to be the same as what Dr. Elliott Jaques uses in our elective seminar "The Modern Organization: A Design For the Future." Dr. Jaques uses the diagram to illustrate his concept of seven levels of work and pattern of organization strata. Drs. Levinson and Jaques do a one-week seminar on the modern organization. Also noted is the Levinson participant fee of \$2,500 to attend.

SUBJECT: Executive Training

At that rate, our Leadership Seminar for 24 participants would cost \$60,000. We pay \$33,000 for a seminar running. I suspect that the higher fee includes the cost of hotel/motel accommodations.

STAT

ATTACHMENT: Stated Article





Unleash creativity, Gifford Pinchot III urges corporations.

When These Gurus Preach, Business Bosses Listen

By and large, it's an upbeat message they spread—for a fee—to executives seeking better ways to run things.

America has a new breed of preacher: The business revivalist. More at home on the lecture circuit than at a tent meeting, these men and women jet about the country spreading the gospel of "enlightened management" to business leaders.

Some sermonize on how to increase productivity. Others stress ways to make the corporation more humane. All purport to offer a common-sense theology that holds out the prospect of brighter days ahead to executives struggling with economic uncertainty.

The backgrounds of these business gurus are remarkably similar. Most are scholars and consultants who have studied business mores but have not worked in giant firms. They share a positive message and a knack for putting it across in a lively way. Business leaders flock to hear their sermons. The most popular have more engagements than they can handle. Their fees run from \$10,000 to \$15,000 for speeches of 90 minutes or less, in the same league as TV anchor-men Tom Brokaw and Ted Koppel.

"Business speakers are worth a lot now," observes Bernie Swain, vice president of the Washington Speakers Bureau, who says fees have increased 100 percent in just the past four years because demand is so great.

Experts say all of this is happening because of a hunger by executives for new ways of operating as they grapple with global competition and government deregulation. "Businesses are genuinely searching for fresh, meaningful, pragmatic insights," says Carl Sloane, chairman of the Association of Management Consulting Firms.

Many speakers are trying to cash in on what they see as a newfound opportunity. Corporate officials report that it is increasingly difficult to separate bona fide revivalists from those who are false prophets. "There are a lot of fads out there, so you have to be careful," says Harry Litchfield, manager of education and training for Deere & Company, a farm-equipment manufacturer in Moline, Ill.

Books on improving the corporation now routinely turn up on the best-seller list. In one recent week, three of the top seven books on the *New York Times* nonfiction list were about business. Tom Peters, co-author of one of the books, *A Passion for Excellence*, and

John Naisbitt, who co-authored another, *Re-Inventing the Corporation*, have become national figures thanks to their writing and TV and radio appearances.

A small number of others also have managed to stand out. A look at some of them and what they have to say—

Making Room for Corporate Mavericks

ATLANTA

Gifford Pinchot III spins off ideas at a dizzying pace, and his latest—"intrapreneuring"—has catapulted him into the front ranks of those preaching to business.

Since early this year when his book, *Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Entrepreneur*, made a splash, Pinchot has been making a dozen appearances a month. His message: Corporate America is stagnating because its best and brightest are leaving to start their own enterprises. Big firms, he argues, need to retain these people and unleash their creativity by granting them the freedom and financial support to become intrapreneurs—dreamers who develop their ideas within the corporation.

His task, as he sees it, is to spread the word that it's acceptable to be a creative corporate maverick. Pinchot himself is a mold breaker, having been a farmer and blacksmith before getting into consulting.

In a recent speech here, Pinchot, grandson of the turn-of-the-century conservationist whose name he bears, told 700 executives that imagination is the lifeblood of companies. He cited the case of Art Fry, a researcher with 3M. Fry, who sang in a church choir, was frustrated because the paper he used to mark his music would not stay put. He developed a paper that would stick to the page yet would be peelable. But the market-research department said the public wasn't interested. The manufacturing department discouraged him, too. Still, Fry plunged ahead and devised what turned out to be a popular product, yellow Post-it notes that many businesses now affix to memos. The moral, says Pinchot: "If you want your ideas to happen, you have to become the passionate champion for them."

In addition to preaching creativity, Pinchot practices it. A prolific inventor, he has sold two designs for hydrofoil vessels and has ideas for other equipment including an inflatable space telescope. "A lot of people are like me," he observes. "They have so many more ideas than they'll use. You have to focus doggedly so you can make one of your ideas happen." Pin-

thing he had imagined. Besides giving speeches, he consults for such clients as 3M, AT&T, Exxon and Du Pont.

But success is not without its costs. The New Haven, Conn., consultant is on the road half the time, keeping him from his wife and three children. "The first thing I think is, if this stops, wouldn't it be awful?" he says. "Then I think, wouldn't it be wonderful?"

Gospel of Peak Performance

NEW YORK

When Charles Garfield worked at Grumman Aerospace in the 1960s, he was struck by average executives and managers, faced with the challenge of placing a man on the moon, performing at extraordinary levels. But when the mission ended, performance slumped.

From this experience was born his passion: Peak performance. Garfield formed the Peak Performance Center in Berkeley, Calif., and for 18 years he has interviewed and examined the lives of more than 1,500 high achievers in business, the arts, sports and science.

The 41-year-old psychologist has concluded that all peak performers are result-oriented, motivated by a sense of mission, have the ability to assess their strengths and limitations and to act accordingly and do not wander too far from their goal. They are also team builders and team players and have the capacity for innovation and change.

Garfield, who teaches at the University of California Medical School in San Francisco, was quietly pursuing his research when the outside world began taking an interest during the late '70s. "America became absolutely obsessed with the idea of productivity and performance," he says. The nation's obsession proved to be Garfield's opportunity. First came one speaking invitation, then another. Today, he earns close to \$600,000 annually spreading his gospel to about 150 business organi-

estimatinghouse Electric.

Garfield's message is largely inspirational. There are peak performers in all of us, he says, from toll-booth attendants to corporate chief executives.

At a seminar here, Garfield shows a film of a blind man completing an obstacle-laden long-distance run with the assistance of another runner. "The runner believed he could do it and tested the limits of his ability," a member of the audience suggests. "He had the right help," says another. "He enjoyed it!" calls out a third. Garfield, now the teacher, smiles approvingly.

Garfield accentuates the positive as he says that peak performers have the ability to innovate and "empower" others through teamwork.

Despite a grueling speaking schedule, he continues to teach and do research. His book, *Peak Performance in Business*, will be published early next year. "America has spent untold billions of

he says. Now, the time has come to "take a look at the highest potential in all of us, not just the people who need assistance to be brought up to the norm."

Scholar on A Fast Track

BOSTON

IBM flew Rosabeth Moss Kanter to London for the day. CBS, Inc., sent its Falcon jet to Martha's Vineyard to pick her up. And General Electric offered to place an obstetrician on call when she was eight months pregnant so she wouldn't miss a speech.

That's heady stuff for a 42-year-old Yale University sociologist. But Kanter is not an ordinary academic. She is a scholar whose feet are planted in the real world as she gives advice to business leaders. "I try to tell executives how to be ahead of change instead of victims of it," she says.

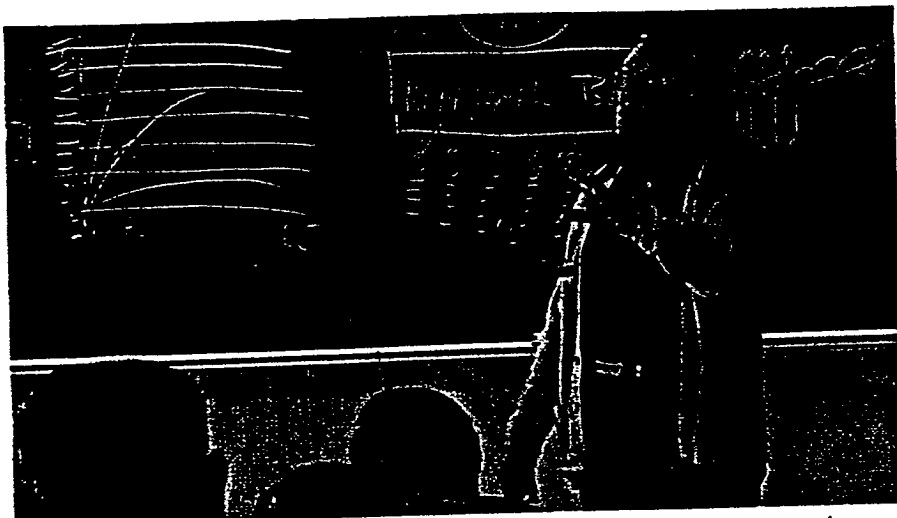
Kanter urges companies to experiment with new products and advocates getting everyone in a firm involved in developing ideas. She warns that taking a narrow, compartmentalized view of corporate problems simply fosters the attitude that "it's not my job."

To drive home her point, Kanter relies on concrete examples. She cites 30 engineers at Data General who developed a new computer in record time. "My students at Yale consider it a classic example of exploitation of the work force," she observes, "but what it shows is what happens when you get people involved."

Kanter's themes have evolved since 1976 when she began exploring productivity in the labor force. An author of four books and co-author of others, she has been in demand on the lecture circuit for almost a decade. But it was her latest book, *The Change Masters: Innovation for Productivity in the American Corporation*, that caught the attention of corporate heads. Now, she is deluged by speaking requests. In 1984, she received 440 and made 107 speeches;



On the go, Charles Garfield, upper left; Rosabeth Moss Kanter, Kenneth Blanchard mix talks with teaching, consulting, other work.



Harry Levinson says many managers fail to understand change's impact on workers.

this year, even more are pouring in, and by year's end she expects to log about 125 appearances. Her earnings from speeches alone will be over \$400,000, says a knowledgeable source.

Kanter, who commutes to Yale from Cambridge, also serves as a partner, with her husband, in a local consulting firm, Goodmeasure. Her clients have included Honeywell, Xerox and IBM.

In her dealings with top officials, Kanter does not hesitate to question the status quo. "How do most corporations handle change?" she asks. "They set up a committee." But, she adds, "you don't make changes by setting up committees. You have to have a leader with a vision."

The sparks Kanter ignites sometimes start a fire. At her suggestion, one company began an internal venture-capital fund. She assisted Honeywell in structuring guidelines for its quality-circle program that brings management and labor together to solve company problems. At Xerox, she helped develop a philosophy for the employee-involvement program.

Kanter's most dramatic success came while leading a seminar at a large electronics company in the Midwest. She suggested the firm consider combining two divisions. One participant jumped up and ran out of the room. A disgruntled manager? Just the opposite. He was an executive who had been urging the same move without success. Kanter had given him the ammunition he needed.

"1-Minute Manager" Gets Ahead

ESCONDIDO, Calif.

Kenneth Blanchard has parlayed "1-minute management" into a multi-million-dollar business and today stands in the forefront of what he calls "the

management education game." His company, Blanchard Training & Development, Inc., employs 50 people and is expected to take in 6 million dollars during the next fiscal year from speaking appearances by Blanchard and his staff as well as from sales of audio and video tapes that illustrate his ideas.

The rise of the 47-year-old Blanchard, who holds a doctorate in administration and management from Cornell, started with his 1982 book *The One Minute Manager*, co-authored with Dr. Spencer Johnson. The book, which has sold 4

million copies worldwide, tells in parable form the story of a young man's search for an effective manager. The thrust of the message: There are three secrets of successful management—mutually agreed upon goal setting, use of praising and positive feedback to employees, and carefully worded reprimands that may begin with the statement, "You're one of my best people but . . ." It takes 60 seconds or less to deliver these messages, says Blanchard, hence the concept of the 1-minute manager.

Among Blanchard's tenets:

- Go out and catch someone doing something right.
- People who produce good results feel good about themselves.
- Anything worth doing does not have to be done perfectly—at first.

"What he's saying is a lot of common sense and not really new," says Richard Colbear, executive manager of Fairweather, B. H. Emporium, a Canadian chain of retail clothiers. "But if I pay him \$15,000 to say it, my general managers and my people listen. If I'm paid to say it, my people don't listen the same way."

Blanchard's easygoing style belies his ivory-tower roots as a university instructor in management. "He has a very practical approach to managing people, which he communicates very clearly and entertainingly," says Caroline Benn, an executive with the Public

Learning to Lead, The Six-Day Method

GREENSBORO, N.C.

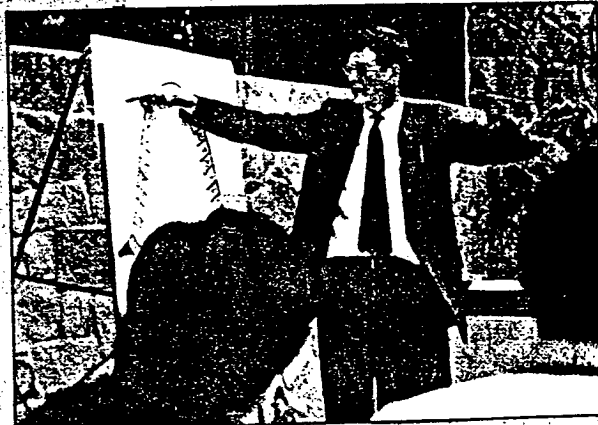
Seminars on corporate leadership are the in thing now, and the Center for Creative Leadership here is in the middle of the action. Last year, 7,600 managers from throughout the nation—80 percent more than the year before—took part in sessions run by the nonprofit organization, which has increased its staff to more than four times its size in 1975 to meet demand.

"Leadership has become the universal vitamin-C pill. Everyone seems to want megadoses of it," says psychologist David Campbell, a senior fellow.

A group of 24 executives gulped down big doses at a recent six-day seminar, which cost \$2,500 per person. As the session got under way, participants talked about what they

hoped to get out of it. "I'd like to learn to be less of a dictator and more of a leader," said one manager.

Little time was wasted in helping to find answers to their dilemmas. There were discussions and lectures on such topics as what constitutes a leader and giving feedback to underlings. Instructor Bob Bailey stressed that leadership means helping others get ahead. "You're not in bricks, auditing or textiles but in people," he said. "You're in the business to serve those under you."



Psychologist David Campbell holds an executive seminar.

Securities Association in New York, an organization he recently addressed.

Blanchard, who has written two other books in the "1 minute" series since the initial success, is finishing a fourth.

Almost embarrassed by his success, Blanchard sees only prosperity ahead. Consulting has become a fast growing industry, he says, because increased competition and changes in the workplace have placed greater emphasis on the management-worker relationship. "You can't force employees any more," he says. "People are just a phone call away from a lawyer."

Putting Business On the Couch

CAMBRIDGE, Mass.

Harry Levinson plays Sigmund Freud to American business.

For 30 years, the 63-year-old president of the Levinson Institute here has been teaching executives some fundamentals of psychoanalysis. Levinson insists this gives managers insight into themselves and others and helps them solve the nuts-and-bolts problems of corporate life.

Thousands of executives have attended Levinson's five-day seminars in which he and his associates—all psychologists or psychiatrists—use lec-

tures, videotapes and small-group discussions to examine such themes as leadership, motivation and change.

At the very first session of a recent seminar, Levinson played a videotape showing him at the bedside of a top executive who had just suffered a massive heart attack. An actor plays the stricken manager, but the case is based on real events. The 28 seminar participants, who pay \$2,500 each to attend, listen attentively as the man tells of mounting pressures at home and on the job at a time when his firm is undergoing a major reorganization.

"Why did this man have a coronary?" Levinson asks. The answers, the executives discover, may be traced to the man's childhood. He received little praise from parents, failed to get along with younger brothers and sisters and carried these feelings into adulthood. At work, he felt his efforts weren't appreciated by bosses and he could not trust subordinates to ease his load.

In addition to teaching executives the basics of Freud, Levinson makes house calls. He typically collects fees of \$2,400 a day to help firms sort out problems. Over the years, he has helped the Sun Company weather the people problems of major reorganizations, assisted ARA Services in picking top managers and helped Bristol-Myers with plant closings. The fees for such work, along with his appointment as a professor at Harvard Medical School, put his income well into six figures.

Managers frequently phone Levinson for quick assessments of problems. "If we have a particularly sticky termination, we can call him and ask about the pitfalls—and we don't get a bill in the mail," says Richard Couturier, human-resources director for Owens-Corning Fiberglas, which has sent some 75 top executives to Levinson seminars.

When Levinson started at the Menninger Foundation in Topeka, Kans., his work was viewed with skepticism even by colleagues. "They would say, 'Why do you want to help fat-cat tycoons exploit people?'" recalls Levinson, who holds a doctorate in psychology from Emporia State University. But gradually, he feels, both clinicians and executives have come to appreciate the importance of developing sensitive leaders.

Still, says Levinson, managers have much to learn. "The most critical problem executives have is that they don't understand the powerful impact of change on people," he says. "Employees get badly bruised, but the attitude is 'Oh, well, they'll get over it.'" □

By ALVIN P. SANOFF, LINDA K. LANIER, DAN COLLINS, RON SCHIERER, STEVE L. HAWKINS and LAWRENCE D. MALONEY

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